

Lisboa

Universidade Lusófona
- Auditório Agostinho da Silva

17 de outubro 2013

Organização



Apoio



1º CONGRESSO NACIONAL DO


emprego



Emprego público nos países da OCDE - desafios e oportunidades

Júlio Nabais

Principais tendências e mudanças nos sistemas de emprego público e na GRH

- ☐ Reduzir a dimensão do emprego público (custos)
- ☐ Descentralizar  Re-centralizar
- ☐ Reforço nas áreas essenciais (*core functions*) - novas competências – mais atenção ao recrutamento e à formação
- ☐ Alinhamento com a lei geral do trabalho
- ☐ Maior delegação na GRH e individualização das condições contratuais
- ☐ Adaptar a alta função pública aos novos desafios

- ☐ **Produtividade: orientação para os resultados e recompensar a performance — Performance related pay (PRP)**
- ☐ **Preocupações sociais (igualdade de género; conciliação da vida profissional e vida familiar; etc.)**
- ☐ **Preocupações com o envelhecimento – gestão do conhecimento**



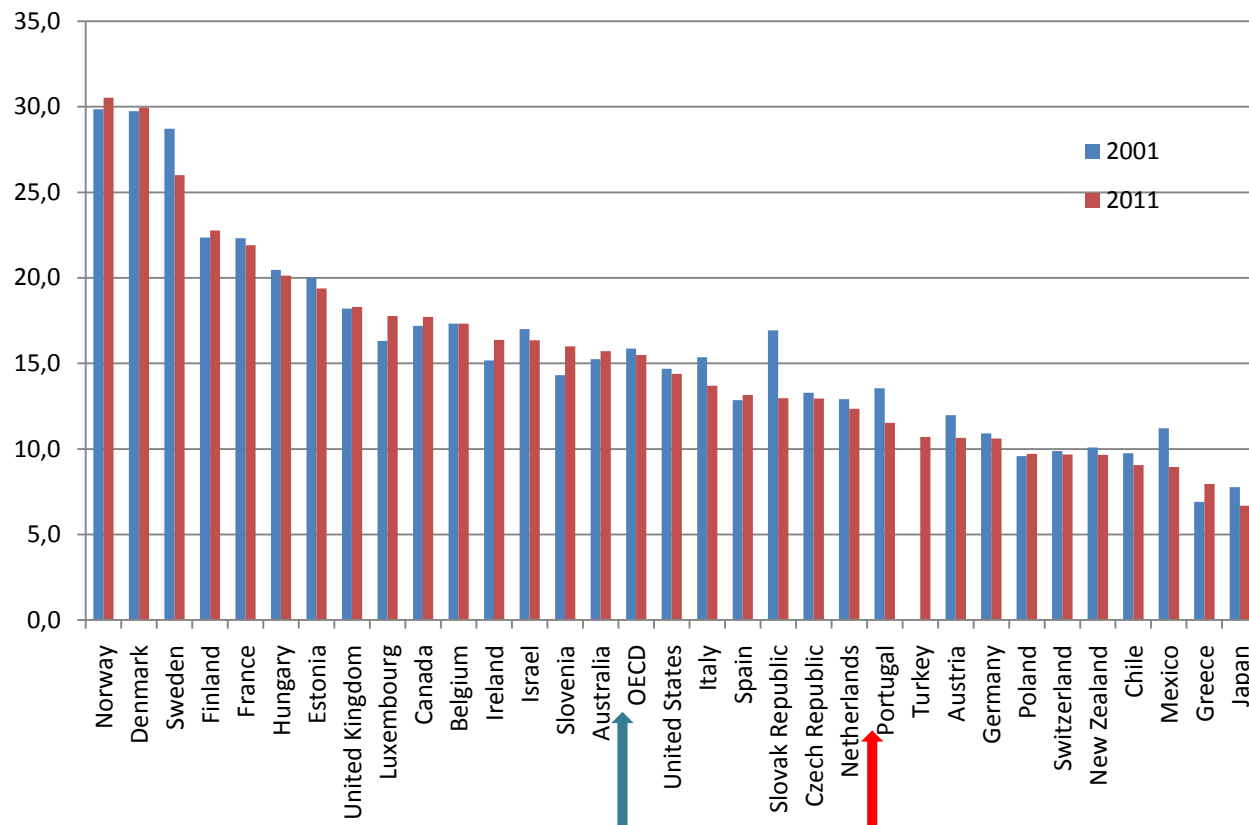
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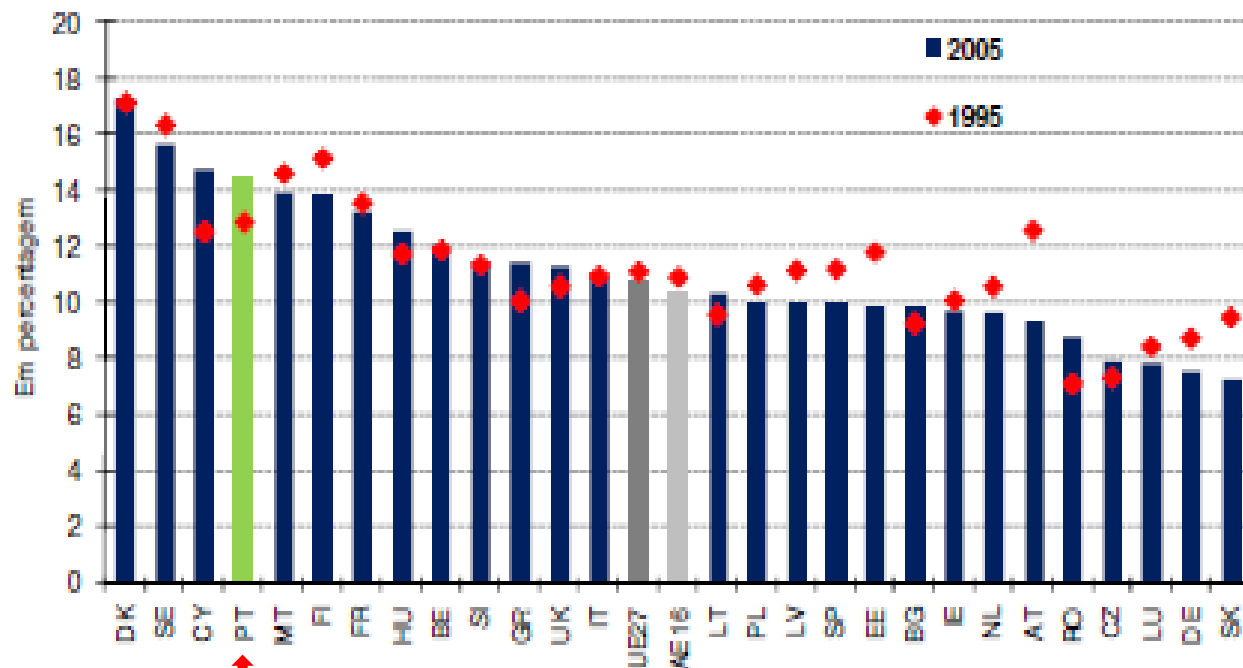
Dimensão e peso do emprego público

Employment as % of Labour Force 2001-2011



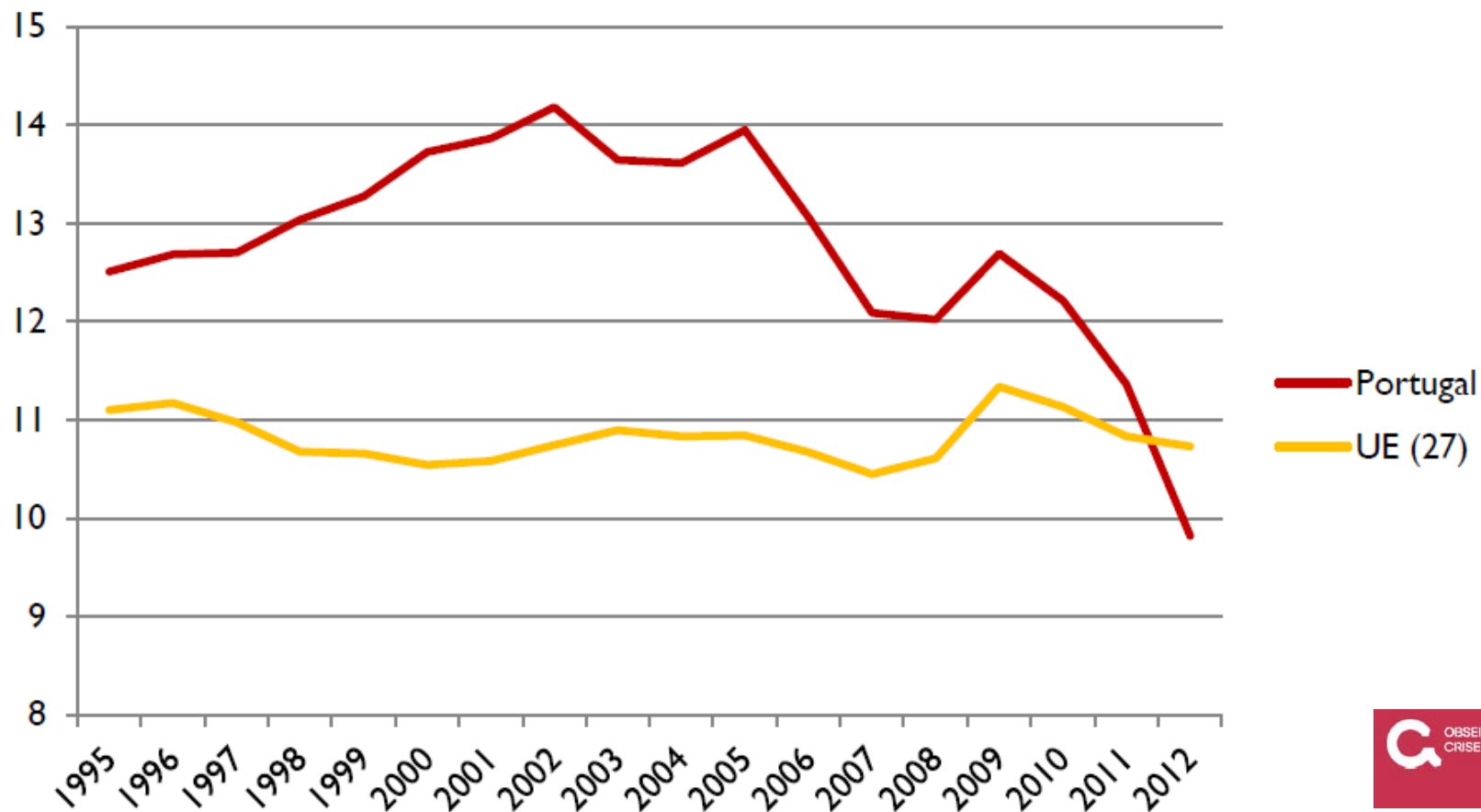
Source: ILO and OECD Labour Force Statistics

Gráfico 1.6 Comparação das despesas com pessoal das administrações públicas em percentagem do PIB nos países da UE, 1995 e 2005



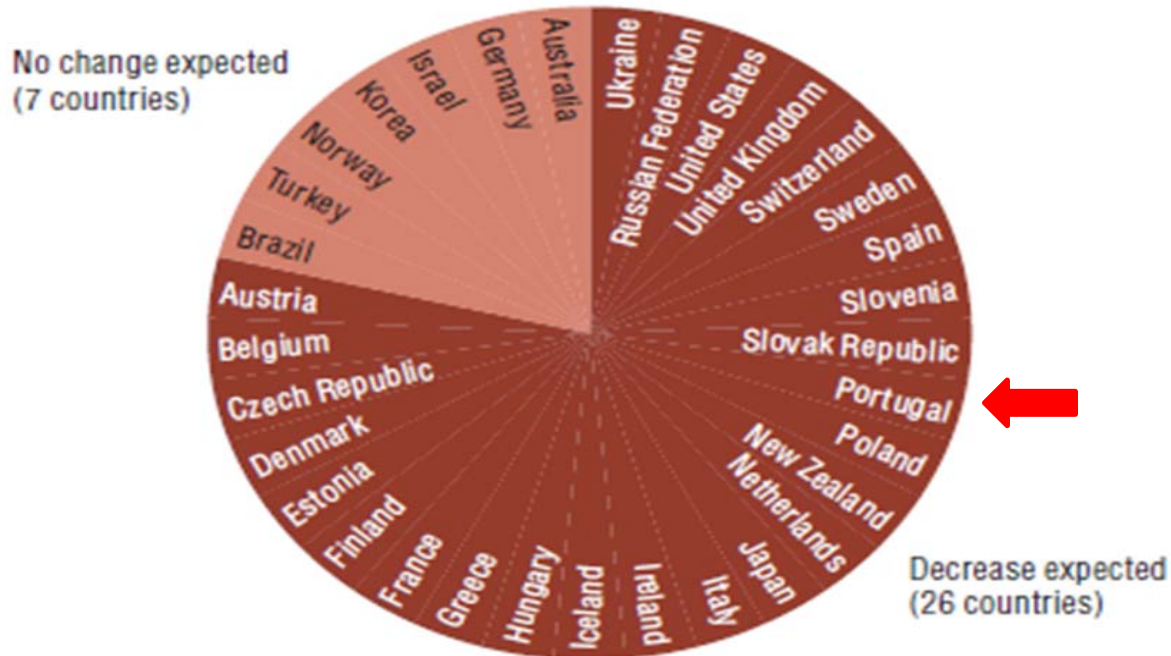
Fontes: Contas nacionais Eurostat

Despesas com Pessoal (% PIB)



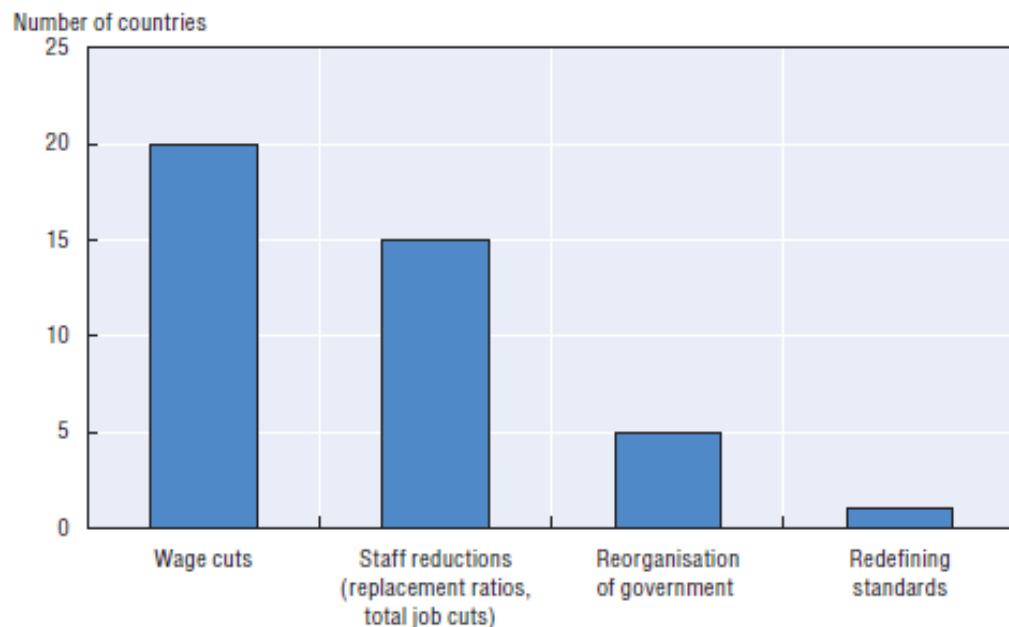
Expectativas de evolução no emprego público

24.1 Anticipated changes in employment levels in more than 50% of Agencies and Ministries (2010)



Source: 2010 OECD Survey on Strategic Human Resources Management
in Central/Federal Governments.

Figure II.13. Measures in fiscal consolidation plans to reduce operating expenditures (2010)



Note: Some countries have announced cuts in more than one category. Data refer to consolidation plans in 29 countries as of December 2010.

Source: OECD Fiscal Consolidation Survey 2010 as presented in OECD (2011), *Restoring Public Finances*, Paris.

Diferentes estratégias de redução

- Reduções massivas (Australia, Canadá, Hungria, Polónia)
- Objectivos pré-determinados de redução (Alemanha, Coreia)
- Mudança de estatuto [empresas públicas – Finlândia; função pública/agências e institutos públicos]
- Reduções suaves (EUA, França)

Crise financeira: pressão acrescida e generalizada para redução

Portugal

QUADRO 3: DESPESA DAS ADMINISTRAÇÕES PÚBLICAS

Unidade: Milhões de euros

Ano	Administrações Públicas			
	S13			
	2009	2010	2011	2012
Despesa Total	83.874	89.019	84.458	78.419
Despesa Corrente	77.186	79.116	77.622	73.373
<i>da qual:</i>				
Remunerações dos Empregados	21.399	21.157	19.438	16.309
Despesa de Capital	6.688	9.902	6.836	5.046



INSTITUTO NACIONAL DE ESTATÍSTICA

Principais Agregados das Administrações Públicas – março de 2013



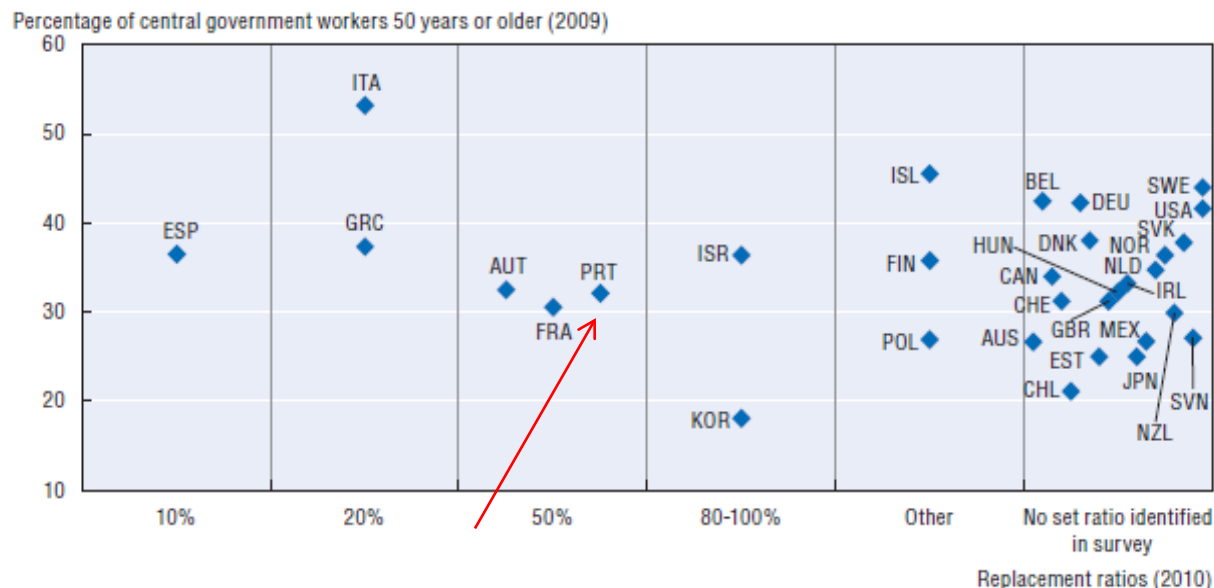
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Envelhecimento do emprego público

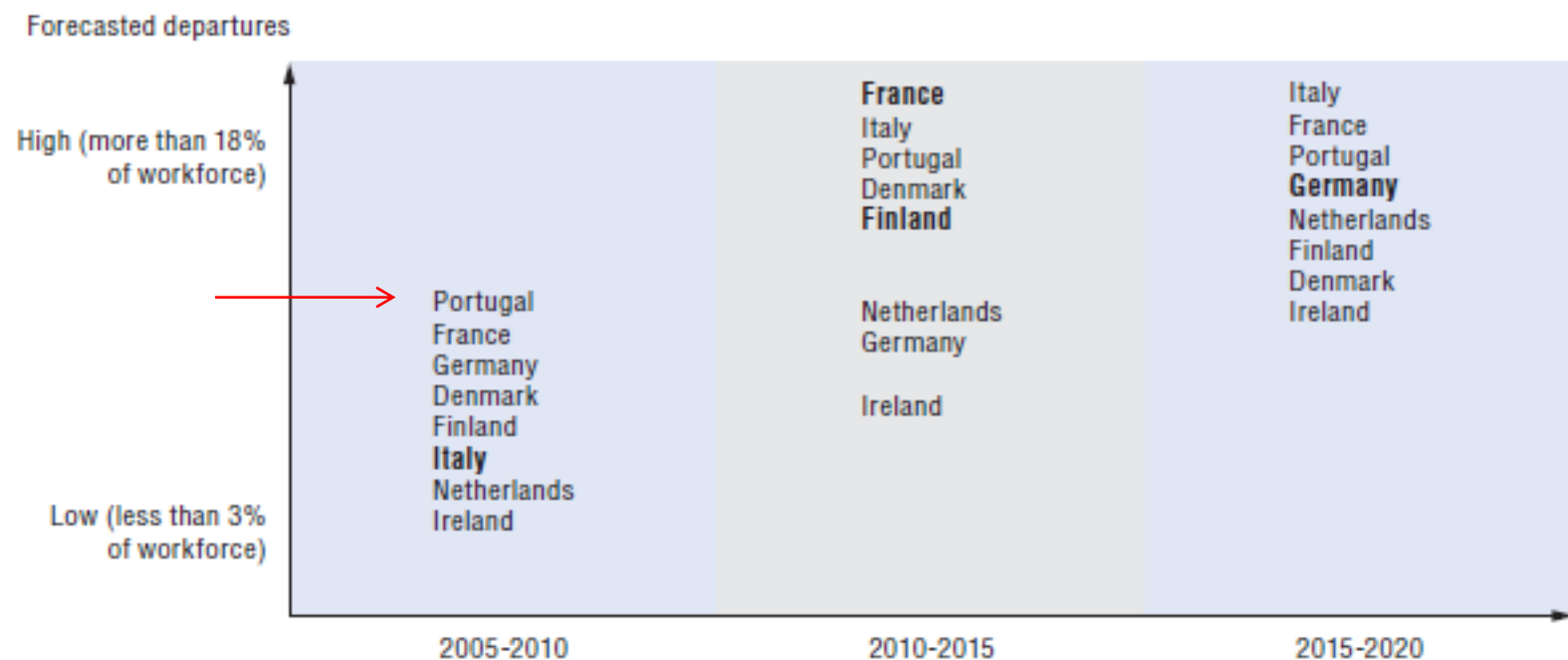
Figure II.15. **Government workforces are ageing**



Note: The Czech Republic and Turkey have also set replacement ratios (less than 50% of departing workers will be replaced in both of these countries) but are not included in the figure due to missing data on the age profile of their workforces.

Source: 2010 OECD Survey on Strategic Human Resource Management in Government.

Figure 1.8. Forecasted departures due to ageing at central government level



Note: Percentages are percentages of current workforce cumulative over the entire five-year periods. Countries are in bold when they start to face significant decreases in the proportion of economically active workers in the general labour force.

Source: OECD/GOV forecasts.

Custos e oportunidades

Table 1.2. Compensation costs and size of departures from government service

Compensation costs as a % of GDP (in 2005)	Relatively low < 8% of GDP	Medium 8%-13% of GDP	Relatively high > 13% of GDP
Relative size of departures due to ageing until 2020			
Relatively low		Ireland	
Medium		Netherlands Germany	Denmark Finland
Relatively high		Italy	Portugal France

Wider room for manoeuvre implied by departures due to ageing

Source: National accounts, GOV forecasts.

...e riscos!!!





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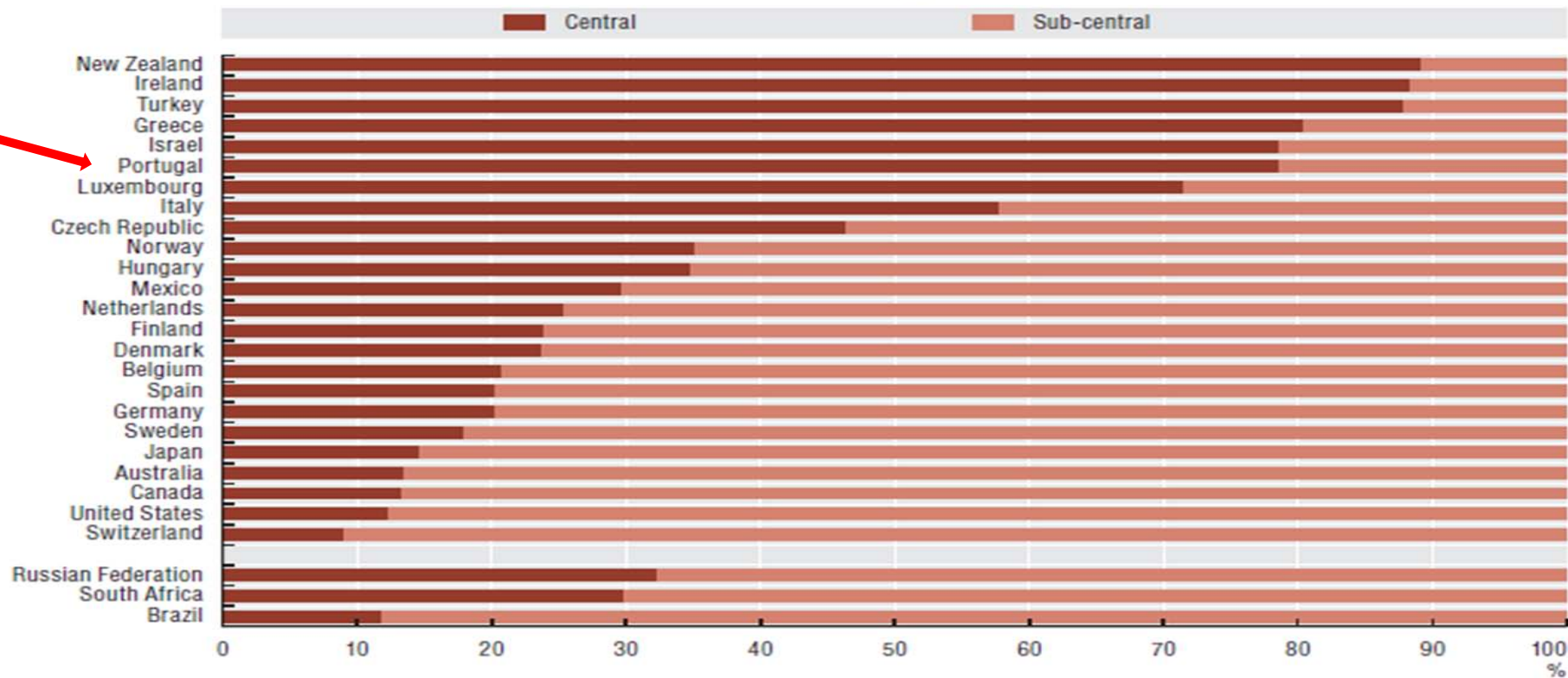
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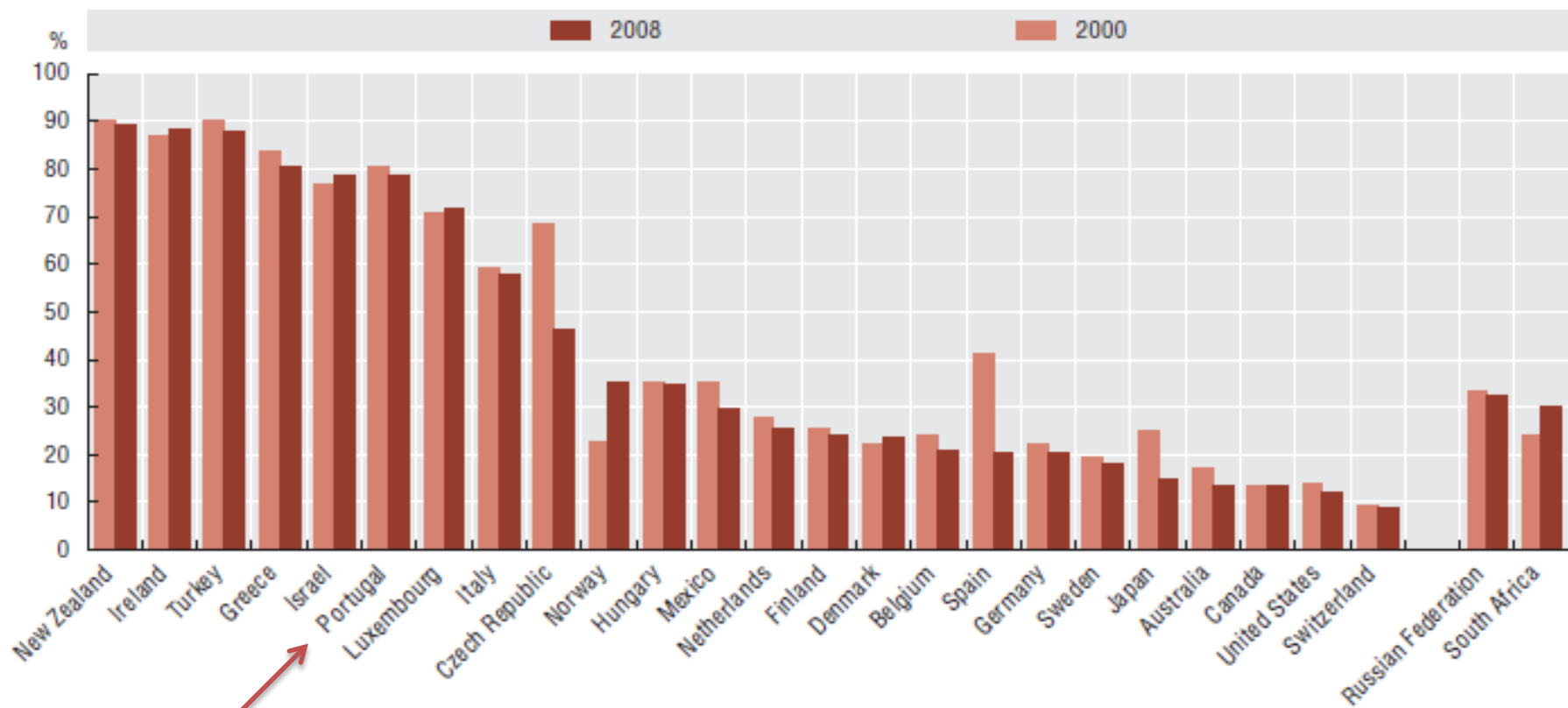
Distribuição do emprego público

Administração Central v. administração sub-central

22.1 Distribution of general government employment between the central and sub-central levels of government (2008)



22.2 Change in the percentage of government staff employed at the central level (2000 and 2008)



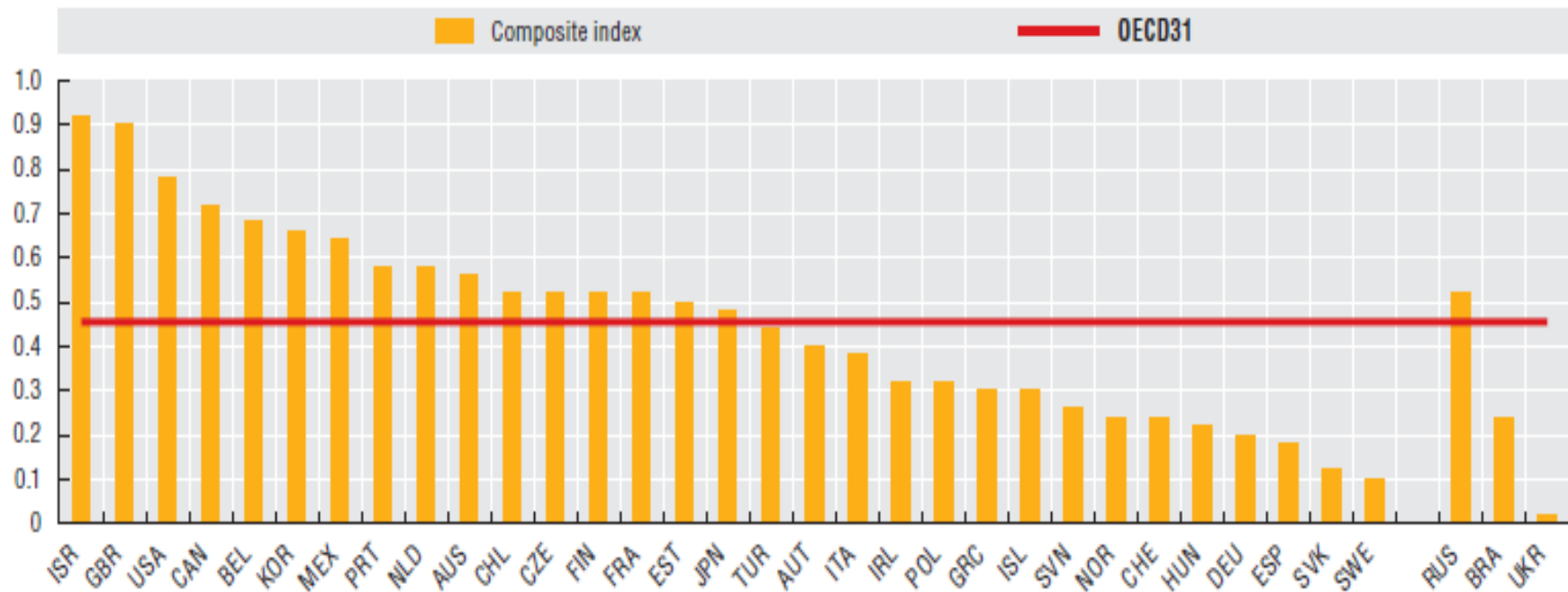
Source: International Labour Organization (ILO), LABORSTA Database. Data for Turkey are from the Ministry of Finance and the Turkish Statistical Institute. Data for Japan are from the Establishment and Enterprise Census.



Tendências na Gestão de Recursos Humanos (GRH)

ALTA FUNÇÃO PÚBLICA

17.1 Use of separate HRM practices for senior civil servants in central government (2010)



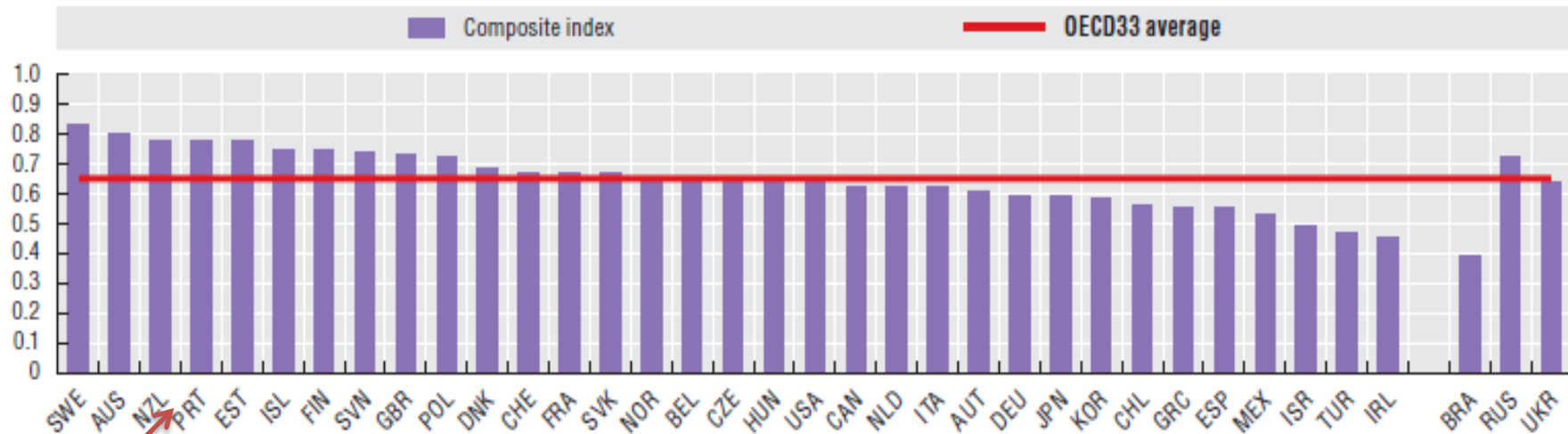
Source: 2010 OECD Survey on Strategic Human Resources Management in Central/Federal Governments.

17.2 Central government HRM practices for SCS (2010)

	SCS are considered a separate group from the rest of the public service	More emphasis on the management of SCS performance	SCS recruited through a more centralised process	The part of SCS pay that is performance-related is higher	Potential leadership is systematically identified in performance assessments and staff careers are managed accordingly	SCS recruited as part of a group selected at entry in the public service of few a few years after entry
Australia	●	●	●	○	○	○
Austria	●	●	○	○	○	○
Belgium	●	●	●	○	○	○
Canada	●	●	●	●	●	○
Chile	●	●	●	○	n.a.	n.a.
Czech Republic	●	●	○	●	○	○
Finland	●	●	●	○	○	○
Estonia	●	○	●	○	○	○
France	●	●	○	●	○	●
Germany	○	n.a.	○	○	○	○
Greece	●	n.a.	n.a.	n.a.	○	○
Hungary	○	●	○	●	○	○
Iceland	●	○	●	○	○	○
Ireland	○	○	○	●	○	○
Israel	●	●	●	○	●	●
Italy	●	●	●	●	○	○
Japan	●	●	○	○	○	○
Korea	●	●	○	●	○	●
Mexico	●	●	●	○	●	○
Netherlands	●	●	●	○	n.a.	n.a.
Norway	○	●	●	●	○	○
Poland	●	●	●	○	n.a.	n.a.
Portugal	●	●	○	○	○	○
Spain	○	●	○	●	n.a.	n.a.
Slovak Republic	○	○	○	●	○	○
Slovenia	○	○	●	○	○	○
Sweden	○	○	●	○	○	○
Switzerland	●	○	●	○	○	○
Turkey	●	○	○	○	○	○
United Kingdom	●	●	○	●	●	●
United States	●	●	●	●	●	○
Brazil	●	○	○	○	○	○
Russian Federation	●	●	○	○	n.a.	n.a.
Ukraine	○	○	●	○	○	○
Total OECD31						
● Yes	23	22	17	12	5	4
○ No	8	8	13	18	22	23

Descentralização da gestão

31.1 Extent of delegation of human resources management practices to line Ministries in central government (2010)



Source: 2010 OECD Survey on Strategic Human Resources Management in Central/Federal Governments.

Table 3. Measures to Ensure Gender Equality in the Civil Service

	Regular assessment of the gender balance of the current central government workforce	Increasing women's representation in sectors where they are traditionally less represented	Establishment of independent complaint and disciplinary committees	Legal provisions to guarantee pay equality	Legal provisions to guarantee pay equity	Regular assessment of jobs of equal value to ensure pay equity	Integration of gender/diversity targets into performance agreements for top management	Integration of gender/diversity targets into performance agreements for middle management	Other
AUSTRALIA	•	○	○	•	•	○	○	○	○
AUSTRIA	○	•	•	•	•	•	○	○	○
BELGIUM	•	•	•	•	•	•	○	○	○
CANADA	○	•	○	•	•	•	○	•	•
CHILE	○	•	○	•	•	○	○	○	○
DENMARK	○	○	•	•	•	○	○	○	○
ESTONIA	○	○	•	•	•	○	○	○	○
FINLAND	○	○	○	•	•	○	○	○	○
FRANCE	•	•	○	•	•	○	○	○	○
GERMANY	•	•	○	•	•	•	•	•	•
ICELAND	•	○	•	•	•	○	○	○	○
JAPAN	•	○	○	•	•	•	○	○	○
LUXEMBOURG	○	○	○	•	•	○	○	○	○
NETHERLANDS	•	•	•	•	•	•	○	○	○
NEW ZEALAND	•	○	○	•	○	○	○	○	○
PORTUGAL	○	○	○	•	•	○	○	○	○
SLOVAK REPUBLIC	○	○	○	•	•	○	○	○	○
SLOVENIA	○	○	○	•	•	○	○	○	○
SPAIN	•	•	•	○	○	•	•	•	○
SWEDEN	•	○	○	•	○	•	○	○	○
SWITZERLAND	•	•	•	•	•	•	○	○	○
•	Yes								
○	No								

Note: Table 3 refers to Question 3. The United Kingdom did not provide an answer to this question.

Table 4. Length of Leave and Measures for Work-Life Balance

	Maternity Leave	Paternity Leave	Parental Leave	Home Care Leave	Sick Family Member Leave	Elderly Family Member Leave
AUSTRALIA	●	□	●	□	●	●
AUSTRIA	●	○	●	○	●	●
BELGIUM	●◆	●	●	●	●◆	○
CANADA	●◆	○	●	○	●	●
CHILE	●	●	●	●	●	□
DENMARK	●◆	●	●	□	●	□
ESTONIA	●	●	●	●	●	□
FINLAND	●	●	●	●	○	○
FRANCE	●	●	●	□	●◆	●◆
GERMANY	●	○	●	□	○	○
ICELAND	●	●	●	□	○	□
JAPAN	●	●	●◆	●	●◆	●◆
LUXEMBOURG	●	●◆	●	○	●	●
NETHERLANDS	●	●	●	□	●	●
NEW ZEALAND	●	●	●	□	○*	○*
PORTUGAL	●	●	●	●	●	□
SLOVAK REPUBLIC	●	□	●	□	□	□
SLOVENIA	●	●	●	□	●	●
SPAIN	●	●	●	○	●	●
SWEDEN	●	●	●	●	●	□
SWITZERLAND	●◆	○	□	□	●	●
UNITED KINGDOM	●	●	●	●	●	●

□ No legal provision/policy available in both the private and public sectors but some measures may be provided by collective agreements

● Provisions on leave in the public and private sectors available and equal in terms of length.

○ Provisions on leave available only in the public sector.

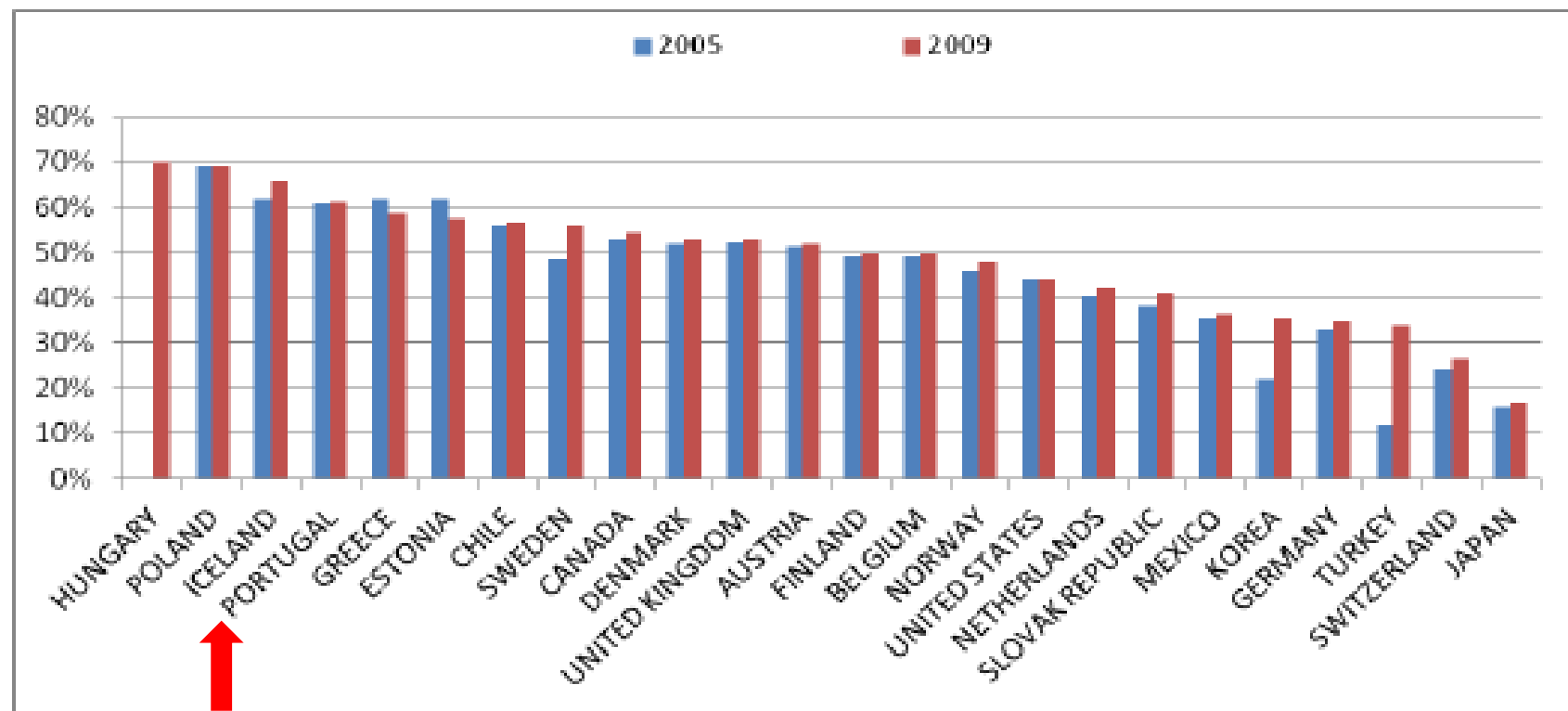
●◆ Provisions on leave in the public and private sectors available with additional measures for the public sector in terms of length.

NB: comparison between public and private sector provisions has been carried on the basis of the length of the provisions; wider differences may apply in terms of allowance rate

* OECD proposes to change the answer as reflected in the table above in the light of the documentation provided with the survey and further research. Please validate this information providing additional documentation. Please refer also to the notes at the end of the section.

Note: Table 4 refers to Question 5a, 5b (points a and b) and Question 9

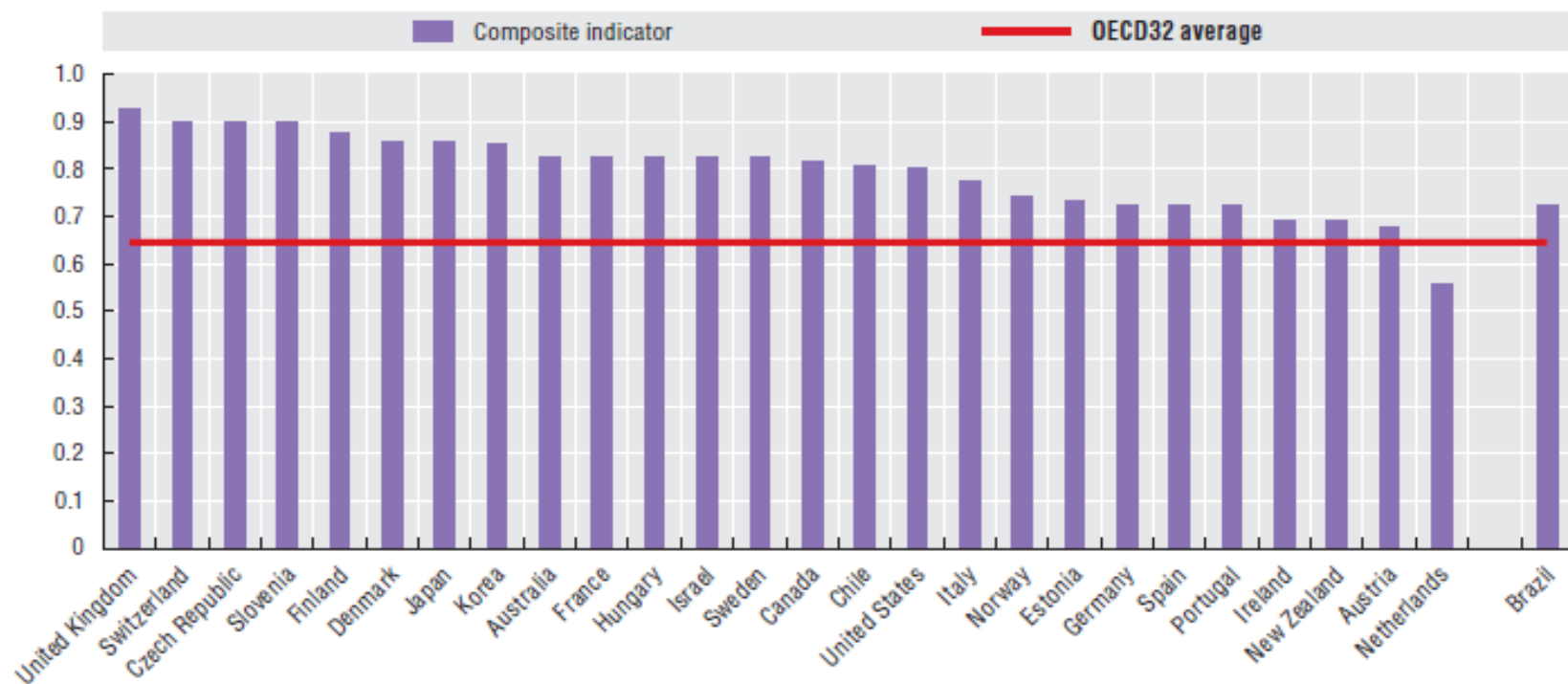
Percentage of Women in Central Government (2005 and 2009)



Source: 2010 OECD Survey on Strategic Human Resources Management in Central/Federal Governments.

PRP

32.2 Extent of the use of performance-related pay in central government (2010)



Source: 2010 OECD Survey on Strategic Human Resources Management in Central/Federal Governments.

Formação





Breve síntese dos principais objectivos e medidas de emprego público em uso



1. Manter a capacidade

- **Melhor planeamento e mais flexibilidade da força de trabalho**
- **Retenção de trabalhadores mais idosos**
 - *Reformas das pensões / aumento da idade de reforma*
 - *Incentivos financeiros*
 - *Horários flexíveis*
 - *Eliminação/redução de barreiras ligadas à idade*
 - *Desencorajar reformas antecipadas*
- **Recrutamento selectivo**
 - *Funções mais relevantes e mais necessitadas*
 - *Facilitação de entradas laterais*
 - *Práticas de GRH para atrair e manter jovens talentos*
- **Reforço da mobilidade**
- **Melhor gestão de carreiras e desenvolvimento de competências (formação)**

2. Conter custos - aumentar a produtividade

- **Reformas das pensões**
 - *Redefinir relação entre contribuições e benefícios*
 - *Ajustamentos actuariais*
 - *Aumento da idade de reforma e dos períodos contributivos*
- **Poupanças através da melhoria da eficiência**
 - *Reduções de efectivos / informatização*
 - *Reformas da organização e da gestão*
 - *Reformas dos salários*
- **Revisão das funções do Estado e das formas de prestação de serviços**
 - *Privatização*
 - *Aquisições de serviços (contracting out)*



3. Adaptar os serviços públicos – responder aos desafios do envelhecimento da população

- **Revisão das prioridades do serviço público e concomitante reafecção dos recursos e do pessoal**
- **Reformas institucionais visando a reorganização da prestação de serviços**



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Muito obrigado